

Putting the Plan to Work

Earlier chapters addressed why Downtown matters to Wichita and the significant possibilities it holds. This chapter addresses how to turn those possibilities into reality. It outlines specific, strategic action steps and who is responsible for taking them.

ACTION STRATEGIES

The action strategies for advancing the plan fall into three categories. *Creating Unique Downtown Places* groups strategies that reinforce Downtown as a valued destination and a welcoming setting for a broad range of activities that serve the region's economy and quality of life. *Expanding*

Transportation Choices includes strategies that make getting to and around Downtown easier. These strategies also help free up prime land for development by making more cost- and space-efficient use of transportation infrastructure. *Enabling Development* focuses on removing the obstacles to private investment in development projects. These strategies provide clearer and more consistent information and they open access to new resources to help enable more people to complete projects that can succeed on their own terms and also help Downtown thrive as a whole.

Overviews of each action strategy are described below. For additional detail, see the Implementation Matrix that appears in the appendix.

Creating Unique Downtown Places

Four areas of emphasis fall under this category:

1. Reinforce Downtown as the hub for arts, culture, sports and education

These steps strengthen Downtown's significant role as an important destination for the city, region, state and beyond. They can expand the impact of existing assets like museums with coordinated marketing and management actions that raise their profile. They can help amplify the impact of arts and educational organizations through increased funding, facilities, and visibility. They can help stakeholders improve certain Downtown districts and neighborhoods.

STRATEGY		ACTION DETAILS
1a	Support and strengthen formal associations (Commerce Street Arts District, Museums on the River, etc.)	<ul style="list-style-type: none"> Continue current support/coordination role of WDDC. Allow level of organization of associations to vary per area as appropriate. Strengthen collective voice of Downtown areas, among Downtown areas, and of Downtown as a whole.
1b	Seek expanded funding for operations and facilities	<p>Operations support:</p> <ul style="list-style-type: none"> Prioritize reinforcing long-term operations funding before undertaking major facilities investments. Reduce competition among local organizations for grant and foundation funding. <p>Facilities support:</p> <ul style="list-style-type: none"> The City proceeds with ongoing upgrades to Century II to improve functions as performing arts venue. Examine the feasibility and desirability, from capital and operations standpoints, of creating new performing arts facilities separate from Century II (e.g., First Street performing arts district). Address ways to capitalize on touring musicals, such as <i>Wicked</i>. Coordinate with comprehensive planning for Century II and the convention center (coordinate with strategy 7g).
1c	Expand joint marketing , ticket packages, operations etc. among Museums on the River, Delano Business Assn, Commerce St Arts Assn, WaterWalk and/or other Downtown destinations to increase impact and achieve efficiencies	<ul style="list-style-type: none"> Continue/expand shared human resources management among arts/culture organizations and the City. Issue passes offering access to multiple destinations. Hold joint events. Market destinations collectively. Target youth and other critical demographic groups.
1d	Create a Downtown Visitors Amenity Plan coordinating implementation of pedestrian-oriented wayfinding, maps, transit services, marketing, etc.	<ul style="list-style-type: none"> Add/improve pedestrian wayfinding signage and information on transit and parking. Address the perspective of different visitors: Arena audiences, hotel/convention guests, local dining, young professionals, etc. Coordinate with strategies 1d, 2a, 2b, 6a.

STRATEGY		ACTION DETAILS
1e	Create a handbook for holding Downtown events.	<ul style="list-style-type: none"> Standardize, document and circulate information currently being provided by the WDDC on a per-project basis. Identify key contacts—for sanitation, street closures, use of parks, safety, etc.
1f	Attract educational institutions.	<ul style="list-style-type: none"> Reach out to WSU, Friends, Newman, KU, and any other educational institutions to consider Downtown presence opportunities. Special opportunities include shared use of arts and recreation facilities; evening and weekend activity; storefront space occupancy in key locations; student life activities; and student housing. Coordinate with strategy 3c.

Creating Unique Downtown Places

2. Make Downtown's public streets and parks places for everyone to enjoy.

These strategies will help make Downtown streets and parks into places that welcome people—which in turn will enhance the value of existing and new addresses for development. They will raise the quality and appeal of park spaces along the Arkansas River as Wichita's unique signature, fully integrated into the life of Downtown and the broader community.

STRATEGY		ACTION DETAILS
2a	Create “complete streets” with convenient transportation choices, dignified addresses, greenery, beauty, and stormwater management.	<ul style="list-style-type: none"> Plant/enhance street trees where they are missing (especially portions of St Francis, Emporia, Market, First, English, William). Integrate improvements into ongoing street work. Target improvements to walkable development focus areas and active development projects. Lewis is a good candidate for a pilot stormwater project. Coordinate transportation improvements with strategies 5 and 6. Coordinate water-quality improvements with strategy 2f.
2b	Make Douglas a continuous promenade with interpretive signage/ displays about Wichita.	<ul style="list-style-type: none"> Create a distinctive destination walking corridor through Downtown's core with consistent signage, images, displays, etc. Potential themes could include Chisholm Trail, other history, aviation, notable people; explore possibilities with partner stakeholders. Coordinate with strategy 1d and 6a.

STRATEGY		ACTION DETAILS
2c	Ensure that public spaces are safe— and perceived that way.	<ul style="list-style-type: none"> • Install street lighting where needed. • Support efforts to establish additional regional facilities serving the homeless. • Publicize key contacts for police and other service providers. • Publicize Downtown's vibrancy and safety. • Continue to provide ambassadors to assist with wayfinding and safety during Arena and other major events per the <i>Downtown Parking and Mobility Plan</i> (coordinate with strategy 5a). • Establish neighborhood safety-watch networks coordinated with police.
2d	Monitor and enforce Downtown cleanliness.	<ul style="list-style-type: none"> • The City provides services. • WDDC monitors actual and perceived level of quality of Downtown spaces on a regular basis in partnership with neighborhood associations. Verify that current maintenance procedures are being followed. Identify any gaps in maintaining Downtown. • Publicize key service contacts (Police, DPW, Parks & Recreation, etc.). • Reach out to neighborhood/business associations and confirm their needs. • Seek association/business sponsorships.
2e	Revitalize existing, and establish new, Downtown parks and green streets according to neighborhood goals.	<ul style="list-style-type: none"> • The master plan identifies specific recommended new and improved parks. <p>Examples:</p> <ul style="list-style-type: none"> • Improve the State office building plaza with active building edges and a Downtown living room for everyday use and special events. • Create neighborhood parks in the Commerce Street Arts District and Old Town West. • Add street trees and ornamental plantings along high-profile green streets: Douglas, St. Francis, English, Lewis. • Continue ongoing park improvements at the Broadview Hotel. • Include green streets goals in ongoing street revitalization projects.
2f	Make the Arkansas River Downtown's green centerpiece.	<ul style="list-style-type: none"> • Add walking links, housing, dining, and plantings. • Implement Downtown riverbank-improvement concepts as part of regional river corridor planning. • Encourage boating activities, including personal kayaking/canoeing, college crew, water tours and ferries coordinated with events. • Encourage redevelopment on adjacent publicly owned land as a catalyst to riverfront activity. • Complete implementation of the 1999 <i>River Corridor Plan</i>.

Creating Unique Downtown Places

3. Bring streetfronts and neighborhoods to life.

These strategies address the fact that the activities taking place in buildings, especially at ground level, play a major role in shaping the quality and character of the streets and parks around them. They place special emphasis on bringing new, market-based uses to edges of streets, where they are most needed to revive traditional walking corridors and help build new Downtown neighborhoods.

STRATEGY		ACTION DETAILS
3a	Prioritize target locations and types of retail , other active ground-floor uses: <ul style="list-style-type: none"> Sites needing immediate improvement Incremental growth of walkable retail environments Strategic locations for pioneer tenants 	<ul style="list-style-type: none"> Create and maintain a GIS database on Downtown buildings (see strategy 4a). Use GIS to map storefront space availability, size, location, access, contacts, and other information for potential tenants. Hire retail specialist to monitor retail space and determine/pursue recruitment priorities. Apply retail incubator techniques. Coordinate with strategies 3b, 3c, 4a.
3b	Activate street-level storefronts with visually interesting active uses as alternatives to retail where necessary.	<ul style="list-style-type: none"> Near-term: work with owners to fill priority locations with arts, etc. Recruit/cultivate pioneer tenants: arts, restaurants, business entrepreneurship center, colleges (coordinate with strategy 1f). Install temporary storefront displays (art, interpretive signage, etc.) at gaps on priority walkable streets. Encourage active ground-floor work spaces along priority walkable streets that have less retail potential (i.e., off of Douglas, in Commerce Street Arts District) using design guidelines, RFPs, and development-incentive criteria. Coordinate with strategies 3a, 3c, 7f.
3c	Manage retail tenant mix with a targeted retail-recruitment program.	<ul style="list-style-type: none"> Apply coordinated, capable retail recruitment to blocks of Downtown storefronts on a mall-management model that utilizes up-to-date market research. Coordinate with multiple private property owners. If necessary to prevent tenants that do not support the desired retail mix, pay interim rent for up to six months while an optimal tenant is recruited. Coordinate with strategies 3b, 3c.
3d	Promote quality Downtown housing serving a broad spectrum of households.	<ul style="list-style-type: none"> Create guide (online and print brochure) to Downtown neighborhoods Conduct Downtown housing tours. Track housing-unit inventory by type, sales, and prices as a resource for tenants/buyers and owners/buyers. Encourage a range of different sizes and styles for diverse households. Coordinate with strategies 3a, 4a in tracking data.

STRATEGY		ACTION DETAILS
3e	Use historic assets to spur housing development through adaptive reuse.	<ul style="list-style-type: none"> • Encourage use of historic tax credits to help finance adaptive reuse of underutilized historic buildings. • Highlight Wichita's historic architectural heritage as a unique value asset for housing. • Encourage affordable housing through historic tax credit guidelines. • Coordinate with strategy 7e.
3f	Target façade improvement incentives in walkable development focus areas.	<ul style="list-style-type: none"> • Provide low-interest loans and/or small grants for façade improvement/restoration along priority walkable development corridors. • Conditional upon developer and project meeting public/private incentive criteria (strategy 8). • Coordinate with strategies 3b, 3c, 3d, 3e, 7a, 8a, 8b.

Creating Unique Downtown Places

4. Explain how Downtown Wichita makes a difference—in the region, the nation, and the world.

Downtown's value depends in part on widespread awareness of that value. This strategy emphasizes two main actions—first, tracking data on Downtown's performance, and second, sharing that data to help people make informed decisions based on all the ways Downtown can serve as an asset in their business and personal lives.

STRATEGY		ACTION DETAILS
4a	Maintain database on Downtown buildings.	<ul style="list-style-type: none"> • Create and maintain a GIS database on Downtown buildings (see strategy 3a). • Track ownership, occupancy, size, land use.
4b	Track data on key Downtown indicators.	<ul style="list-style-type: none"> • Build on WDDC's established role as Downtown champion and marketing agent • Track data, including land use, occupancy, employment, private investment, public investment, visitors, building permits, sales and property revenues. • Coordinate with current data gathering by Go Wichita, Chamber of Commerce, Visioneering Wichita, GWED, and other agencies. • Identify any new data points for target audiences.
4c	Commission periodic market studies.	<ul style="list-style-type: none"> • Obtain analyses of market opportunity in housing, office, retail, hospitality sectors, with a focus on emerging markets to the extent possible and appropriate. • Use results in recruitment, retention efforts, and to promote Downtown.
4d	Interpret data and communicate key messages to distinct target audiences.	<ul style="list-style-type: none"> • WDDC produces an annual report on Downtown. • Issue annual awards for exceptional Downtown contributions, achievements, etc. • Key target audiences include: <ul style="list-style-type: none"> > City, region, nation, world > Businesses, developers > Conventions, festivals > Tourists > Target workforce including young, college/high-school age youth

Expanding Transportation Choices

Two areas of emphasis fall under this category:

5. Locate parking to improve access and stimulate re-investment.

Convenient parking is critical to the value of Downtown property. Lack of convenient parking is a key factor in the high vacancy levels of some Downtown buildings today, and new high-value office and housing development will depend on having adequate parking close by. And while some Downtown properties lack the parking they need, other areas of Downtown offer vast areas of parking lots that might be better utilized for higher-value development. These strategies aim to locate parking where it will best serve a variety of land uses, and to do so in a manner that makes most efficient use of land and funding.

STRATEGY		ACTION DETAILS
5a	Implement the Downtown Parking and Mobility Management Plan (DPMMP) to improve utilization of parking infrastructure and minimize need for new parking.	<ul style="list-style-type: none"> Implement priority elements of the 2009 DPMMP such as: <ul style="list-style-type: none"> > creation of overall Downtown Parking District > designation of a Downtown parking director > coordinated pricing of on- and off-street parking
5b	Prioritize parking in places where it: <ul style="list-style-type: none"> • serves multiple uses 24/7 (achieving highest cost/benefit) • unlocks refill opportunity for significant buildings lacking parking • expands development opportunity on prime sites through efficient land use • promotes walkability 	<ul style="list-style-type: none"> Choose initial priority locations and characteristics identified by Downtown Master Plan. Coordinate with transportation demand management (strategy 5d) to minimize the overall need for new parking. Satisfy ongoing demand for surface parking displaced by new development or parking structures.
5c	Based on this, invest in public parking structures as crucial Downtown infrastructure.	<ul style="list-style-type: none"> Build new (and/or acquire existing) public parking structures (and/or lease existing spaces) in priority locations as described in strategy 5b. Follow design standards for public parking structures/lots. Share usage among multiple activities with different peak demand times. Incorporate bike parking and convenient walking access to destinations and transit. Coordinate with strategies 5a, 5b.
5d	Institute transportation demand management and improve walking, transit, and biking options to reduce congestion and future parking demand.	<ul style="list-style-type: none"> Reduce traffic congestion through voluntary coordination of business hours/shifts. Encourage major employers to encourage transit, biking, walking, and shared structured parking to reduce the costs of providing parking and be more competitive in attracting workforce. Coordinate with strategies 5a, 6a-d.
5e	Provide on-street parking.	<ul style="list-style-type: none"> Prioritize efforts in/near target retail areas where a compelling cost/benefit ratio is possible. Improve striping and signage to indicate on-street parking where capacity is available but underutilized. Make parallel parking typical and diagonal parking possible where space allows. Control parking access through time restrictions, updated pricing per the DPMMP. (strategy 5a).

Expanding Transportation Choices

6. Improve walking, transit, and biking choices.

While continued convenient auto access Downtown is vital, having other good access choices—including walking, transit and biking—will enhance Downtown’s special value in placing many activities near each other, as these travel modes perform well in much less space than needed for auto circulation and parking. Quality, permanent infrastructure for walking, transit, and biking benefits individuals—by letting them choose less-expensive, more-convenient, and healthier choices for access than cars—and functions as a significant asset for attracting new development.

STRATEGY		ACTION DETAILS
6a	Make walking safe, easy, enjoyable with more visible crosswalks, links across large blocks, wayfinding signage, interpretive signage/displays, public art.	<ul style="list-style-type: none"> • Add white stripes or other appropriate delineation markings to block-paved crosswalks on Douglas. • Restripe faded striped crosswalks annually or as needed. • Add signals at key pedestrian crosswalks that lack them (e.g., Mead at Douglas). • Add pedestrian wayfinding signage. • Coordinate with strategies 1d, 2a, 2b.
6b	Expand convenient transit servicing key Downtown destinations and corridors.	<ul style="list-style-type: none"> • Make transit visible and permanent, with defined stops, attractive shelters/vehicles. • Provide reliable, frequent, timely service. • Expand Q-line into a true Downtown circulator service with additional routes, more frequent service, and extended operating times as recommended in the master plan. • Coordinate Downtown transit with regional transit routes/schedules. • Coordinate information/incentive programs with key employers and destinations. • Designate Union Station as priority Amtrak station (and intermodal hub) location in ongoing City railroad planning.
6c	Make Downtown bikeable , with defined streets/lanes linked to regional networks, bike parking.	<ul style="list-style-type: none"> • Confirm an integrated Downtown on- and off-street bike network and design lane markings and signage as needed to complete the network. Refer to the master plan Operating Context diagram. • Coordinate proposed Downtown bike facilities with the regional MPO bikeway plan.
6d	Apply specific roles and streetscape design to each street to improve function for all access modes.	<ul style="list-style-type: none"> • The City conducts a detailed planning effort to assess the feasibility of one-way to two-way conversions and determining streets to be converted. • The City confirms the feasibility of master plan’s proposed Street Operations Context. • Restripe lanes, update signals, and make other changes as needed for implementation. • Refer to the master plan’s Transportation Element. • Coordinate with strategy 2a.

Enabling Development

Two areas of emphasis fall under this category:

7. Foster development with new tools.

Tapping into the evident market interest in Downtown development requires new tools that remove current obstacles. A new Downtown development go-to center and handbook can be highly effective simply by sharing information on existing resources, development procedures, market data, and sources of development expertise. Additional steps can open access to new financing sources and make the most of underutilized publicly owned land to enable new projects and spinoff investment around them.

STRATEGY		ACTION DETAILS
7a	Designate a go-to center for aspiring development, with information highlighting: <ul style="list-style-type: none"> • master plan goals • Downtown market opportunity • incentives, including New Market Tax Credits, CIDs, low-interest loan funds • zoning, design review process • partnership opportunities 	<ul style="list-style-type: none"> • Coordinate current City development services with added WDDC efforts. • The City revises policy on considering and granting incentives, per criteria recommended in master plan. Coordinate changes with WDDC's grant policy and that of any other funding sources, to ensure consistent/complementary policy. • Maintain a record of funding strategies for Downtown development projects; note successes, challenges, trends, etc. • Create a Downtown design resource center that assists with development planning, retail facade improvements, and similar effort. Draw upon university/college resources and the Wichita design community. • Conduct Downtown design workshops for the local design community.
7b	Open access to new and underutilized development finance tools.	<ul style="list-style-type: none"> • Establish a low-interest revolving loan fund for housing development and potentially for retail. • WDDC, the Chamber, and/or the City expands awareness and use of New Market Tax Credits and other underutilized tools. • WDDC and other parties maintain active support for state historic tax credits. • Establish a retail grant program with forgivable loans for tenant improvements, sponsored by the City or another party. • Coordinate with strategies 3g, 7a, 7c.
7c	Summarize Downtown development information and tools in a Downtown Development Handbook.	<ul style="list-style-type: none"> • Adapt and expand the City's development handbook into a version tailored to Downtown. • Distribute the handbook to interested property owners and developers as part of development go-to center assistance (strategy 7a).
7d	Actively connect people who offer complementary skills and opportunities (housing and office, local and national, etc.).	<ul style="list-style-type: none"> • WDDC actively facilitates conversations.

STRATEGY		ACTION DETAILS
7e	Leverage Wichita's historic buildings as development assets.	<ul style="list-style-type: none"> Encourage adaptive reuse of underutilized historic buildings and ongoing vitality of occupied ones by promoting historic tax credits, providing public parking where needed, and otherwise providing incentives for development per strategies 5, 7, 8. The City issues <i>Making the Environs Law Work</i> in coordination with the <i>Downtown Development Handbook</i> (strategy 7c). Delay approved demolition of existing historic-eligible structures until the replacement development project can demonstrate progress. Identify criteria that would justify new buildings that significantly differ from historic structures in their environs. Pursue opportunity to refine application of the state environs law to optimize coordination with the Downtown master plan (i.e., consider reducing the environs radius from 500' to 400'). Coordinate with strategies 3e, 8c.
7f	Update zoning to enable high-value walkable development.	<ul style="list-style-type: none"> Allow residential use where it is now prohibited in the study area: change LI zones to CBD and/or apply an overlay district. Reduce/eliminate the Urban Renewal District's required setbacks to allow pedestrian-oriented façade placement. Incorporate updates in zoning and urban design guidelines. Make requirements user-friendly; coordinate with <i>Downtown Development Handbook</i> (coordinate with strategies 7a, 7c).
7g	Pursue means to address cumbersome ground leases.	<ul style="list-style-type: none"> Create a process that enables current building owners/occupants, developers, and similar parties to purchase long-term ground leases. Facilitate communication with the dispersed owners of many current ground leases.
7h	Create plans for more specific initiatives that advance the Downtown plan.	<ul style="list-style-type: none"> Enable private and public investments through more specific plans. Give initial priority to the Commerce Street Arts District, Douglas corridor, Old Town West/First Street performing arts, Century II, and Government Center.
7i	Invite development proposals on strategic sites under public/quasi-public control, per defined plan goals.	<ul style="list-style-type: none"> Incorporate development and design standards into RFP criteria. Time the issuance of RFPs to periods when market analysis indicates strong market demand exists for the intended program. Pursue the longer-term potential for a non-public entity to acquire and sell development parcels strategically to achieve shared public/private goals.

Enabling Development

8. Set criteria for public/private development incentives.

As described in the Business Plan Framework section of Chapter 5, public investment that spurs new business and property development Downtown can be good business, delivering strong fiscal and community benefits. But public entities and private developers alike need clear standards for use of incentives in order to make effective business decisions. These strategies offer clear standards based on successful development precedents around the country and also on the ways design can make the most of Downtown's unique districts.

STRATEGY		ACTION DETAILS
8a	For the developer: <ul style="list-style-type: none"> past performance, appropriate expertise, capitalization 	<ul style="list-style-type: none"> Ensure that selected developers have the capacity and expertise to proceed with quality projects that advance master plan goals in a timely manner that justifies public incentives.
8b	For the project: <ul style="list-style-type: none"> appropriate use(s) per location design that supports walkability, Downtown character (transparent facades along sidewalk, historic compatibility, etc.) priority community benefits as defined by district (river access, public parking, park enhancements, etc.) 	<ul style="list-style-type: none"> Promote developer confidence in potential supportive City initiatives. Publicize and implement this plan. Define specific public investments (e.g., for a park, land acquisition, or brownfields clean-up) that would be triggered by private-sector action to develop/redevelop related sites. Make public investments conditional upon specific and sustained private-sector actions/milestones.
8c	Establish design guidelines for walkable development focus areas (follow Old Town and Delano precedents).	<ul style="list-style-type: none"> Set design guidelines to encourage or require new projects to advance the master plan's goals. Establish a design-review entity dedicated to Downtown. Projects should be subject to mandatory design review and voluntary compliance, with mandatory compliance in the event of public incentives or public land ownership. The design-review entity should include at least one representative of each category: residents, developers, historic preservation, the City, WDDC, business and property owners, and designers. The City establishes a review body or designates a third party to review incentive requests.

LEADERSHIP

Committed, enthusiastic, sustained and high-capacity leadership is vital to the success of the Downtown plan. Wichita is fortunate to have many people and institutions capable of offering this level of leadership for Downtown and willing to seek additional resources as they are needed.

The plan distributes responsibility for pursuing the action strategies across Downtown's extensive and skilled private and public-sector leadership, assigning tasks to the groups best suited to lead them. The plan coordinates these efforts with an executive management team, and prioritizes tasks to create a manageable implementation process that produces near-, mid- and long-term results. It also calls for oversight by a broader steering committee to measure progress and reconfirm priorities at periodic intervals.

The **executive management team** should include representation from the City, Visioneering Wichita, and the Wichita Downtown Development Corporation (WDDC), continuing the partnership that very effectively managed the Downtown master planning process. The members of this team would have day-to-day responsibility for coordinating and monitoring all actions advancing the plan.

The City has a clear stake in Downtown and has shown strong leadership and support for the master planning process at all levels. WDDC, too, has provided critical leadership and support, with help from private-sector partners. As the designated entity to address downtown development, the WDDC conducted its own strategic planning process in

parallel with downtown planning in anticipation of new roles and responsibilities it should assume to advance the plan. The strategic plan identifies key management, project and funding initiatives to increase the organization's capacity and effectiveness. Visioneering Wichita was a primary leader in developing the plan for Downtown. One of its core values is advancing the transformation of Downtown, the Museum District, Delano and the surrounding commercial and residential neighborhoods into a regional destination for residents, businesses and visitors.

Primary action strategy leadership is shared among nine City departments, the WDDC and, to a lesser degree, Go Wichita. The table at the end of this chapter identifies which actions fall to which of these responsible parties. The City and WDDC representatives on the executive management team will each need to coordinate the multiple actions of their respective organizations.

Many additional organizations will play essential roles as partners in advancing action strategies. These include, but are not limited to:

- Sedgwick County
- Current and emerging neighborhood and district associations, including the Old Town Association and Delano Business Association
- Wichita Area Chamber of Commerce
- Arts organizations
- Arena management
- ROK-ICT
- Chamber of Commerce Young Professionals group
- WAM Contemporaries

taking place over time. As an example, this diagram shows the process by which City and WDDC-sponsored resources should catalyze private-sector investment in Downtown development.

IMPLEMENTATION MATRIX

The Implementation Matrix in the appendix adds important details designed to promote successful results from the action strategies:

- **Lead responsible party**—is responsible for day-to-day application of a particular action strategy. This party reports to the executive management team.
- **Supporting partners**—engaged by the lead responsible party for assistance and expanded perspective as needed. In some cases, supporting partners will provide ongoing assistance to the lead responsible party; in others, they may be consulted on an occasional basis.
- **Priority level**—ranks action strategies on a three-level scale, with first-priority tasks deserving attention immediately. Exhibit 6-1, “Roles and Priorities” appears on the next two pages. It summarizes which entity is responsible for which action strategies, and it assigns priorities to each strategy; actions earned a “first-priority” designation for their importance in supporting later actions, ease of near-term implementation, and/or other significant benefits.
- **Measures of success**—the executive management team and steering committee should test progress on action strategies against these measures on an ongoing basis.

- **Anticipated order-of-magnitude cost**—provides a potential cost range for the purpose of budgeting appropriate resources and assessing likely cost/benefit.
- **Anticipated funding possibilities and other resources**—outlines committed, anticipated, or potential funding sources that address anticipated costs.
- **Local and national precedents**—presents good, applied examples of strategies similar to those in this plan. Local precedents reveal valuable local know-how; national precedents bring in successful ideas from around the country.

EXHIBIT 6-1
Implementation: Roles and Priorities

	WHO'S RESPONSIBLE?	FIRST-PRIORITY INITIATIVES	SECOND-PRIORITY INITIATIVES	THIRD-PRIORITY INITIATIVES
CITY OF WICHITA DEPARTMENTS	ARTS & CULTURAL SERVICES		1b. Seek expanded funding for operations and facilities for arts, culture, sports education. 1e. Create a handbook for holding Downtown events.	
	PLANNING (ADVANCED)	1d. Create a Downtown Visitors Amenity Plan. 2b. Make Douglas a continuous promenade. 5a. Implement the Downtown Parking and Mobility Management Plan (DPMMP). 8c. Establish design guidelines for walkable development focus areas.	4a. Maintain database on Downtown buildings. 6d. Improve function for all access modes. 7h. Create plans for more specific initiatives that advance the Downtown Plan.	5d. Institute transportation demand management.
	PLANNING (CURRENT)	3e. Utilize historic assets to spur housing. 7a. Designate a go-to center for aspiring development. 7e. Leverage Wichita's historic buildings as development assets.	7c. Downtown Development Handbook 7f. Update zoning.	
	TRANSIT	6b. Expand convenient transit.		
	PUBLIC WORKS	2a. Create complete streets. 2d. Monitor and enforce Downtown cleanliness. 5e. Provide on-street parking. 6a. Make walking safe, easy, enjoyable.	2f. Make the Arkansas River Downtown's green centerpiece. 6c. Make Downtown bikeable.	
	PROJECT MANAGEMENT	8a. Set public/private incentive criteria for developers. 8b. Set public/private incentive criteria for projects.		
	PARK AND RECREATION		2e. Revitalize existing, and establish new, Downtown parks and green streets.	
	URBAN DEVELOPMENT	5b. Prioritize parking in places where it promotes walkable development. 7i. Invite development proposals on strategic sites.	5c. Invest in public parking structures 7b. Access new and underutilized development finance tools. 7g. Pursue means to address cumbersome ground leases.	3f. Target façade improvement incentives in walkable development focus areas.
	POLICE	2c. Ensure that public spaces are safe.		

EXHIBIT 6-1**Implementation: Roles and Priorities**

WHO'S RESPONSIBLE?	FIRST-PRIORITY INITIATIVES	SECOND-PRIORITY INITIATIVES	THIRD-PRIORITY INITIATIVES
Go Wichita		1c. Expand joint marketing.	
WDDC	1d. Create a Downtown Visitors Amenity Plan. 2b. Make Douglas a continuous promenade. 2d. Monitor and enforce Downtown cleanliness. 3a. Prioritize target locations and types of retail. 3e. Utilize historic assets to spur housing. 4b. Track data on key Downtown indicators. 5a. Implement the <i>Downtown Parking and Mobility Management Plan</i> (DPMMP). 5e. Provide on-street parking. 7a. Designate a go-to center for aspiring development. 7e. Leverage Wichita's historic buildings as development assets. 7i. Invite development proposals on strategic sites. 8c. Establish design guidelines for walkable development focus areas.	1b. Seek expanded funding for operations and facilities for arts, culture, sports education. 1e. Create a handbook for holding Downtown events. 2e. Revitalize existing, and establish new, Downtown parks and green streets. 2f. Make the Arkansas River Downtown's green centerpiece. 3b. Activate street-level storefronts. 3c. Manage retail tenant mix. 3d. Promote quality Downtown housing. 4a. Maintain database on Downtown buildings. 4d. Interpret data and communicate key messages. 5c. Invest in public parking structures. 7b. Access new and underutilized development finance tools. 7c. Downtown Development Handbook 7g. Pursue means to address cumbersome ground leases. 7h. Create plans for more specific initiatives that advance the Downtown master plan.	1a. Support and strengthen formal associations. 1f. Attract educational institutions. 4c. Commission periodic market studies. 7d. Work actively to connect people who offer complementary skills and opportunities.